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ABSTRACT

Test items for the introduction to psychology and leadership course (see the final reports which summarize the course development project, EM 010 418, EM 010 419, and EM 010 484) which were compiled as part of the project documentation and which are coordinated with the text-workbook on concepts of leadership (EM 010 420, EM 010 465, and EM 010 501) are provided in this document. Progress check items with answer sheets, research pretest items, and unused items are included for criterion referenced test items, and cumulative posttest items with content references comprise research norm referenced items. EM 010 420 through EM 010 447 and EM 010 451 through EM 010 512 are related documents. (SH)

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BR 8044
EM

ED 071306

UNITED STATES NAVAL ACADEMY

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

TEST ITEM POOL

PART I

OVERVIEW OF LEADERSHIP

EM 010 451

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INTRODUCTION

The test items included in this book have been prepared for use in the course, An Introduction to Psychology and Leadership. They have been compiled as part of the project documentation. Additionally, some instructors may find them of use in preparing their own quizzes and tests. The Table of Contents on the next page indicates the classification of the test items within segments. The Progress Check answers are identified by a title page. The research pretest items are identified by the word PRE in the upper right hand corner of the page. The unused items on which there are no data are identified by their enclosure in the rectangular box. The research norm referenced test items are identified by the acronym CPT in the top right corner of each page.

For those unfamiliar with the differences between criterion referenced items and norm referenced items, the following is briefly offered. Criterion referenced items test learning of specific objectives. Students are expected to perform quite well on these items if they have adequately used the instructional materials. Their relationship to the terminal and enabling objectives are referenced for each. A norm referenced item should display more discrimination power, i.e., they are expected to reflect the distinctions between students who have depth of knowledge as opposed to those who have a superficial knowledge. Since they do more than merely test objectives, they should be used cautiously since it would not be unusual or unfavorable for a large percentage of students to choose incorrectly in answering this type of item.

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With content references.

ED 071306

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART ONE

OVERVIEW OF LEADERSHIP

Segment I

Concept of Leadership

Progress Check

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WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

CONCEPT OF LEADERSHIP

PROGRESS CHECK

Question 1.

CDR Branch is tasked with establishing the procedures for ensuring the safety of personnel manning an isolated floating weather station. Prior to drawing up the plans for the installation and its operation, the engineers and technicians under his command must have CDR Branch's specifications for materials and emergency procedures.

CDR Branch realizes that the men aboard the offshore station must continue operation in the face of adverse weather conditions and possible enemy action, and that the station will be abandoned only in the direst of situations. Therefore, he outlines a series of increasingly stringent maintenance and support requirements to cover increasingly severe degrees of adverse conditions, all designed to keep the station operative, and, at the same time, ensuring the safety of its personnel.

CDR Branch's decision to put the specifications in the form described above is an example of:

a. Classical leadership

b. Management process

c. Naval leadership

d. Coordination

Question 2.

LTJG Max Ernst, in charge of a base motor pool, is a super-democrat. He believes that all men are created equal, and they had better be. He gives little heed to the scores the men have made on abilities tests; he feels that individual personalities have no place in a military operation, and since he always expects a job to be done perfectly the first time, his only departure from his normal routine is if one of his men departs from optimum performance of a detail or in some way is not all Navy. He has never been known to go out of his way to deliver an approving remark when a job has been well done. Along with his belief that all men are equally capable, he assumes that they are all equally motivated. His goal-orientation is on a high level, and he expects that his men will have the same high level of aspiration. If one of his men is depressed and functioning at a low level, due to some personal difficulty, LTJG Ernst is likely to increase the demands on the man, rather than ease such demands.

Which of the following components of naval leadership is LTJG Ernst neglecting?

a. Moral aspect of leadership

b. Application of psychological principles to accomplish mission.

c. Strong goal-orientation.

d. Management of men, money and material.

Question 3.

Which list of characteristics best typifies the military concept of leadership?

a. Authority by seniority; human lives and general welfare take precedence over mission; resistance to higher authority in the interest of his followers.

b. Leadership a subset of management; human life, money and material more important than mission; no responsibility for off-the-job performance of subordinates.

c. Authority by election; human relations not emphasized; exemplary behavior not required.

d. Mission takes precedence over other factors; authority by appointment; moral responsibility of leader is stressed; management just a single aspect of leadership.

Question 4.

Which of the following conclusions best summarizes the Group Theory of Leadership?

a. Leadership is a function of group dynamics, the leader continually interacting with the followers--a vertical relationship, and the followers interacting among themselves--a lateral relationship.

b. Poorly led, demoralized groups can perform a mission well, while groups with vigorous leadership and high esprit de corps can fail.

c. A generally inadequate leader, given a responsive group, can perform the leadership function in a satisfactory manner.

d. Successful accomplishment of a mission is primarily a function of the interactions within the group, and its resulting group-consciousness, independent of the actions and qualities of the leader.

Question 5.

Which of the following is a correct matching of a theory of leadership with the factors that are central concerns of the stated theory?

a.	Leader-oriented Theory:	Leader-to-follower relationships. Formal acceptance by group of the leader. The appropriateness of a specific leader to a given situation.
b.	Situation Theory:	Human relations. Dynamics of personal interaction. Accentuation under stressful conditions of individual prejudices, attitudes, emotions.
c.	Group Theory:	Vertical-lateral relationships. Transferability of allegiance to adequate leaders. Peer-to-peer relationships.
d.	None of the above	

Question 6.

What are the five basic management functions?

a. Planning, organizing, directing, controlling, coordinating

b. Goal-setting, influencing, integrating, goal-achievement, programing

c. Guiding, supporting, monitoring, consolidating, synchronizing

d. Leading, following, supervising, projecting, compromising

Question 7.

Which of the following statements best characterizes the conclusions that might be drawn from leader-oriented theories of leadership?

a. There are distinctive, identifiable leadership traits, as differentiated from traits of followers, which can be shown to be effective across all conditions and situations.

b. Leadership probably results from a combination of traits possessed by both leader and followers.

c. A man who is born to lead can do so in almost any situation and at any time.

d. A leader always surpasses his followers in the traits of superior social and moral orientation, integrity, maturity, intelligence and judgment.

Question 8.

Which of the following statements best summarizes the conclusions that may be drawn from the theoretical approaches to leadership?

a. Leaders of men are most efficiently chosen with careful attention to the anticipated situations in which they will be expected to exercise qualities of leadership.

b. The situation in which the leader and the group find themselves is the sole determinant of the commands given by the leader and the manner in which these commands are carried out by his subordinates.

c. An officer who performs well as a leader in one situation, for instance in combat, usually performs adequately when required to function in a very different situation, such as leading a division on a ship in dry dock.

d. The leadership approach used with a particular group is in part dependent upon the make-up of the group, in part dependent upon the personality of the leader; however, the leader must be able and ready to modify his approach according to the situation.

Question 9.

A munitions dolly aboard a carrier breaks loose from its moorings and it is being thrown starboard to portside by the ship's motion. Seaman Feeney, seeing two groups of men in a state of disorder about the situation, calls out to each group to take up opposite positions at the extremes of travel of the dolly. He then tells all of them to watch for an opportunity to reach the braking mechanism and to apply the brakes when the dolly has slowed down. Most of the men are not aware of the rank of the person calling out the suggestions, but the dolly is finally immobilized and the threat is eliminated.

The manner by which Seaman Feeney achieved his leadership position would classify him as which kind of leader?

a. Charismatic

b. Emergent

c. Appointed

d. Elected

Question 10.

Which of the following statements offers the best reason for the Navy to require its leaders to learn and use the principles of psychology?

a. Principles of psychology are useful to the officer who deals primarily with men, since such principles allow him to judge the intelligence, personality and skills of each man and assign the right man to the appropriate task.

b. Essentially, psychological principles are most useful to an officer-leader in providing him with insight into his own character and actions, so that he might better adjust himself to stressful situations.

c. Appropriate application of the principles of psychology helps the officer optimize his effectiveness in dealing with his subordinates in pursuit of successful accomplishment of the mission, and maximizes his effectiveness in dealing with his peers and senior officers.

d. A thorough knowledge and application of psychological principles aids the officer in understanding and illuminating the hidden motivations of his men, thus cancelling out possible sources of trouble in the future.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART One SEGMENT I

REMEDIATION TEXT Syndactic Text - Vol - I

ITEM	ANSWER	REMEDIATION REFERENCE
1	c	Summary 1; page 2
2	b	Summary 3; pages 86-87
3	d	Summary 1; pages 1-4
4	a	Summary 2; page 48
5	c	Summary 2; pages 44-54
6	a	Summary 3; page 85
7	b	Summary 2; page 48
8	d	Summary 2; page 51
9	b	Summary 1; page 5
10	c	Summary 3; page 84
11		
12		
13		
14		
15		

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part One Segment I

ITEM NO.	T. O.	E. O.
1	11	2
2	1	
3	1	1
4	5	
5	5	1
6	10	
7	4	
8	7	
9	2	
10	13	

RESEARCH PRETEST

Question 1.

CPO Sawyer is a member of a men's fraternal order near the base at which he is permanently stationed. He has attracted the attention of his fellow members by being able to quickly make operational a defective public-address system that failed in the middle of an awards presentation one evening. He is subsequently approached to perform volunteer tasks for the brotherhood, which he enthusiastically accepts and expertly completes. He is gradually elevated to a position of considerable rank in the fraternal order.

The manner of achieving leadership illustrated above can be described as:

a. Emergent

b. Elected

c. Charismatic

d. Both a and c above

Ans. a, Ref. 1.1, TO-2

Question 74.

Which of the following statements correctly describes the conclusion which can be drawn from the Situation Theory of Leadership?

a. The most efficient method of choosing leaders is to assign a man to a situation in which it is expected that he will function most effectively.

b. The commands given by the leader and the response of the followers to these commands are logically and inevitably determined by the situation in which the leader and his followers find themselves.

c. Because of the extreme differences in situations, such as combat vs. a supply operation in peacetime, an officer who functions effectively in one situation may not function well in the other situation.

d. Due to the demands of a given situation, a leader must recognize the effects of that situation on his group and adapt his leadership approach accordingly.

Ans. d, Ref. I.I, TO-6

PART 1 SEGMENT I

T. O. Number	TEST ITEM
1	Which list of characteristics best typifies the non-military concept of leadership? (a) Less latitude for individual decisions allowable; individual responsibility for all facets of an operation stressed; responsibility for off-the-job performance and activities of subordinates emphasized. (b) Mission takes precedence over other factors; authority by appointment; management only one aspect of leadership. (c) Welfare of subordinates a primary consideration; economical use of resources an important factor; communication with seniors and subordinates required for leadership function. (d) Leadership a subset of management; mission never more important than human lives involved in its accomplishment; exemplary behavior not required. answer: d

REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
3 EO-1	During his varied career, CAPT Bill Foote has, at various times, held three unique posts, each of which specifically required his knowledge, consideration and application of a different one of the leadership theories. On an early assignment he commanded a group responsible for gathering intelligence under combat conditions. Experts of different kinds, both military and civilian, were under his command, and the make-up of the group changed frequently. A later post involved supervising a group of ordnance experts who were sent from one installation to another to trouble-shoot problems that had come up in armament , associated logistics, and command procedures connected with the use of weapons. Some investigations were undertaken under extremely hazardous combat conditions, others under less stressful peacetime maneuvers, while others were done under relaxed conditions in permanent installation or fabricating plants. CAPT Foote's current post is extremely diverse in its demands on him. He commands a base that is called on to support various naval operations under varying degrees of hazard. The groups under his command vary from semi-skilled trainees fresh out of boot camp, up through highly experienced and skilled command and technical personnel, and the missions vary from highly unusual and important to routine maintenance and supply. CAPT Foote's success on each of the above assignments testifies to his knowledge and consideration of the various theories of leadership. Decide which theory of leadership applies to each of CAPT Foote's different assignments as described above, and from the groups below choose the order in which these important theories had to be considered in his career. (a) Leader-Oriented Situation Group (b) Group Leader-Oriented Situation -----continued on next page-----

REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
	----- continued from preceding page -----
3	(c) Group Situation Leader-Oriented (d) None of the above
	correct answer: c
	REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
3	Read the following two accounts of a leadership situation, then answer the question that follows the two descriptions: (1) CAPT Richard Harris believes that a strong leader remains strong, under any circumstances whatever, and acts accordingly. During an engagement with a hostile force, he encounters a weapons system used by the enemy in other theaters, but with which he has had no experience. His second in command has just been transferred from another theater in which the new weapons system had been used, and so has had good experience in countermeasures. CAPT Harris, however, persists in maintaining tight control in conceiving and executing countermeasures. (2) LTJG Robert McGraw has been assigned command of an amphibious vessel for a series of training maneuvers. He takes great pains to acquaint himself with the capabilities of the men under him, and develops a rapid understanding of their individual styles and needs. McGraw has proven himself on other missions of widely varied demands. On this particular mission, however, due to a series of pressures and changing deadlines, he has not acquainted himself with the details of the operation, weather conditions, or charts. He trusts, however, that his leadership ability will carry him through the mission when it is time for its execution. Both officers have neglected considerations that derive from which of the following theories of leadership: (a) Leader-Oriented. (b) Group ----- continued on next page -----

REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
3	----- continued from preceding page ----- (c) Situational (d) None of the above correct answer: c
	REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
4	Which of the following is the best conclusion that can be drawn about leader-oriented theories? (a) Since evidence indicates the possibility that leadership traits may not be those that differentiate the leader from the follower, but rather those that are shared by the followers, the leader may therefore be the individual who has the most ideal combination of characteristics required of all members of his group. (b) Above and beyond those traits that the leader shares with his followers, there are distinctive and exclusive leadership traits that he possesses and which differentiate him from non-leaders, and which can be shown to be effective across all conditions and situations. (c) Leaders are born, not made. (d) A leader must possess-in a degree significantly greater than his followers-the traits of social and moral orientation, integrity, maturity, intelligence and judgment. answer: a
	REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
5	Which of the following conclusions best summarizes the Group Theory of Leadership? (a) A group with low morale, little satisfaction accruing to its members and questionable leadership can perform a mission well, while a highly motivated, cohesive group under able leaders can fail. (b) A systematic analysis of leadership must recognize lateral and vertical relationships between the leader and his followers which are independent of the specific qualities of the leader and external to the requirements of the mission. (c) If a formal leader fails to satisfy followers' needs, he may be replaced in the eyes of the followers by an informal leader who does satisfy those needs. (d) Group loyalty is extremely important to individual and unit effectiveness. answer: b

REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
6	Which of the following statements best describes the conclusions which can be drawn from the Situation Theory of Leadership? (a) The most efficient method of choosing leaders is to assign a man to a situation in which it is expected that he will function most effectively. (b) The commands given by the leader and the response of the followers to these commands is logically and inevitably determined by the situation in which the leader and his followers find themselves. (c) Because of the extreme differences in situations, such as combat vs. a supply operation in peacetime, an officer who functions effectively in one situation will probably not function well in the other situation. (d) The primary determinant of the leadership approach used is the demands of the situation. answer: d

REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
7	Which of the following is an improper matching of a theory of leadership with the factors that are included within the stated theory? (a) LEADER-ORIENTED THEORY: Personality traits Heredity Independence from situation and task (b) GROUP THEORY: Peer to peer relationships Dynamics of interaction Transferability of allegiance to leader (c) SITUATION THEORY: Vertical-lateral relationships Personality of leader central factor Human relations (d) All of the above are correctly matched. answer: c

REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
8	Which of the following groups correctly identifies the three major orientations toward the study of leadership? (a) Leader-oriented Theory. Group Theory. Situation Theory. (b) "Great Man" Theory. Heredity Theory. Trait Theory. (c) Goal Orientation. Task Orientation. Human Relations. (d) Vertical relationships. Lateral relationships. Dynamic interaction. answer: a

REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
8	Which of the following groups of phrases contains <u>all</u> <u>three</u> of the major orientations toward the study of leadership? (a) Leader-oriented theory. Situation theory. Dynamic interaction theory. (b) Trait theory. Group theory. Situation theory. (c) Heredity theory. Situation theory. Personality theory. (d) None of the above. Answer: d

REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
9	LT David Hayes is in charge of a supply operation. From his subordinates he insists upon and gets extreme accuracy and meticulousness. His inventories are always precise and well within the prescribed limits of accuracy. The warehouses under his command are models of neatness and efficiency, and so are the associated reports and other paper work. His men have noticed, however, that LT Hayes' automobile is covered with mud, has one inoperative headlamp, and the rear bumper hangs dangerously loose. Some of his men, who are neighbors, have observed that the Lieutenant's house is in a bad state of exterior repair and upkeep. The lawn is overgrown, the raingutters are clogged and there is all manner of debris around the yard. Which of the following components of naval leadership has LT Hayes neglected? (a) Management of men, money and material. (b) Strong goal-orientation. (c) Application of psychological principles to accomplish mission. (d) Moral-ethical aspects. answer: d

REVISION_____DATE:

PART I SEGMENT I

T. O. Number	TEST ITEM
12	If an officer wanted to study the basic components of naval leadership, which of the following groups of possible book titles would be most likely to lead him to the appropriate material? (a) How to Lead Men The Art of Persuasion Planning Strategy and Tactics (b) Fundamental Laws of Human Behavior How to Manage a Giant Corporation The Ethics and Morality of Leadership (c) The Personality of Command How to Succeed in Business by Really Trying Modern Personnel Practices (d) Group Dynamics Economics of Procurement Statistics in Management answer: b

REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
12	Which of the following groups of phrases best characterize the major components of Naval leadership? (a) Group dynamics. Operations analysis. Decision-making. (b) Techniques of persuasion. Personal communication. Strategy and tactics. (c) Command personality. Logistics and supply. Timing and coordination. (d) Principles of psychology. The management process. Moral and ethical responsibility. Answer: d

REVISION_____DATE:

PART 1 SEGMENT I

T. O. Number	TEST ITEM
13	Which of the following statements gives the best overall reason for an officer to understand and apply the principles of psychology if he is to function effectively as a leader? (a) Knowledge of the principles of psychology may determine the success of the officer by helping to optimize his effectiveness in dealing with his subordinates in pursuit of the mission and maximizing his effectiveness in dealing with his peers and seniors. (b) Knowledge of behavioral psychology is important to the management function of naval leadership, as well as to the moral and ethical commitment necessary for a naval leader. (c) The principles of psychology provide a solid justification and factual base not only for the origination of personnel regulations, but for their application in varying circumstances. (d) Psychological principles should be carefully studied and understood by the aspiring leader of men because it allows him to control their activities in an effective manner and without their knowledge. answer: a

REVISION_____DATE:

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART ONE

OVERVIEW OF LEADERSHIP

Segment II

Standards of Leadership in the Naval Service

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

STANDARDS OF LEADERSHIP IN THE NAVAL SERVICE

PROGRESS CHECK

Question 1.

LTCOL Fuller commanded an artillery battalion in the 1st Marine Division. He expected his battery officers to maintain the combat readiness of their units by frequent practice firing, weekly inspections of equipment and weapons, and by conducting additional instruction sessions on new artillery techniques. Furthermore, he emphasized that successful leadership is based on personal example and moral responsibility.

Select the statement which is an objective LTCOL Fuller established that is compatible with the objective of GO 21.

a. Emphasis on successful leadership regardless of the demands made on subordinates

b. Frequent practice, weekly inspections and additional instruction on new artillery techniques

c. Developing successful leaders by detailed planning and delegating authority to subordinates

d. Both b. and c. above

Question 2.

LT Collins conducted a one-week naval flight officer's training course in land-sea survival. The curriculum allotted only enough time for 30 hours of classroom instruction and 15 hours of field instruction. Nevertheless, LT Collins usually arrived late for classes each morning. He also permitted the men to take a leisurely lunch hour. As a result, much of the field instruction was covered in an abbreviated manner.

From the following choices, identify the area of performance of duty (as directed by GO 21) disregarded by LT Collins' actions.

a. Establishment of standards for personnel development

b. Use of all proper means to promote the morale and well-being of subordinates

c. Integration of principles and practices of leadership into everyday life

d. Both a. and c. above

Question 3.

Correctly identify the standards of moral responsibility for the leader.

1) To take all necessary and proper measures under laws, regulations and customs of Naval service; to promote and safeguard morale, physical well-being, and general welfare of all personnel under his command

2) To be a good example of virtue, honor, patriotism, and subordination

3) To maintain discipline and authority through punishment

4) To correct by any and all means he chooses, all subordinates guilty of dissolute or immoral practices

5) To be vigilant in inspecting the conduct of all persons under his command

a. 1, 3 and 5

b. 1, 2 and 5

c. 1, 4 and 5

d. 1, 2 and 4

Question 4.

LT Flock was the MPA aboard the USS Boston. Whenever repair or maintenance was required, LT Flock usually ordered his senior personnel to complete the work. He reasoned that the more leadership experience his senior subordinates had, the better fit they would be to assume future responsibility. LT Flock, however, was never available to supervise the work he assigned. Again, he assumed that the more experience his men had inspecting their own work, the more skillful they would eventually become.

Select the statement which correctly describes how LT Flock disregarded his responsibility to set a good example of behavior and performance.

a. Lt Flock failed to set a good example by being too concerned with the training of his men, rather than with the quality of the work.

b. LT Flock failed to set a good example when he did not demonstrate a willingness to participate with, or even remotely supervise, his men.

c. LT flock failed to set a good example because he did not communicate to his men his faith in their ability to succeed.

Question 5.

Select from the following list those standards of personal example of behavior and performance as set forth in NavRegs Article 1210 (referenced by GO 21):

1) Zeal
2) Attention to duty
3) Sobriety
4) Rigidity of attitude
5) Aloofness
6) Subordination

a. 1, 2, 3, and 6
b. 1, 3, 5, and 6
c. 2, 3, 5, and 6
d. 3, 4, 5, and 6

Question 6.

NavRegs Article 0710, headed: "Training and Education," deals directly with the GO 21 requirement for attention to established standards for personnel development.

Select the paragraph which best typifies such standards.

a. The leader should emphasize to all the men under his command that they need further education. He should also require that all junior officers with less than four years of commissioned service keep journals and attend classes dealing with operational theory and traditions.

b. The leader should increase the specialized and professional knowledge of personnel under his command by frequent drills, classes and instruction. NavRegs, Art 0710, also directs senior officers to act as advisors to the junior officers.

c. Rather than duplicate effort in his own command with drills, classes and instructions, the leader should insure that all his personnel are assigned to fleet and service schools for necessary training.

d. All of the above

Question 7.

Marine Captain Turner supervised a Finance section at Parris Island. CAPT Turner encouraged his men to enroll in extension courses and to request further service schooling. He also realized that his men needed regular exercise because they worked behind desks all day. He instituted a physical training program and organized athletic competition. CAPT Turner encouraged his men to seek his personal advice and counseled those individuals who did.

Select CAPT Turner's action which fulfills the requirements for integration of principles and practices of leadership into the everyday routine.

a. CAPT Turner encouraged his men to seek additional education.

b. CAPT Turner instituted a physical training program.

c. CAPT Turner counseled those individuals who sought his personal advice.

d. All of the above

Question 8.

LT Roberts was in charge of the ship's engineroom. A week prior to a series of drills, all section leaders were fully briefed on the upcoming drills and were instructed to prepare their men and equipment accordingly. Although LT Roberts was aware that most of his engineroom crew was rather young and inexperienced and that certain equipment was coming due for maintenance, he was sure that his crew would handle the drills without disrupting the normal routine.

During the drills, however, LT Roberts' crew did not function well, and on several occasions the bridge had to make repeated calls for an explanation of the difficulties in the engineroom.

Select the statement which identifies LT Roberts' disregard for effective organization and administration.

a. LT Roberts did not encourage his men enough by using rewards to get them to perform well during drills.

b. LT Roberts knew that the engineroom was in sufficient readiness for the drills.

c. LT Roberts did not fully understand the extent of proficiency required for the drills.

d. LT Roberts did not exert every effort to maintain his engineroom in a state of high readiness.

Question 9.

Select the paragraph which specifies standards pertinent only to effective organization and administration.

a. The Commanding Officer shall use all proper means to promote the morale of his men. He shall endeavor to maintain a satisfactory state of health and physical fitness so that they will be able to perform their duties in an effective manner.

b. The Commanding Officer shall exert every effort to maintain his command in a state of maximum effectiveness for war service. He shall report to his senior any deficiency which appreciably lessens the effectiveness of his command.

c. The Commanding Officer shall strive to increase the specialized and professional knowledge of personnel under his command. He shall ensure that all deserving individuals receive appropriate recognition for their performance.

d. The Commanding Officer shall take all necessary and proper measures in compliance with the laws, regulations, and customs of the Naval service to promote and safeguard the morale, physical well-being, and general welfare of all personnel under his command.

Question 10.

According to General Order 21, all persons, in responsible positions shall require that their subordinates discharge their duties in accordance with traditional concepts of Navy and Marine Corps standards by paying particular attention to which five of the following?

1) Moral responsibility
2) Management functions
3) Personal example of behavior and performance
4) Integration of principles and practices of leadership into everyday life.
5) Technical training of enlisted personnel
6) Established standards for personnel development
7) Encouragement of educational assistance
8) Effective organization and administration

a. 1, 3, 6, 7 and 8
b. 1, 3, 4, 6 and 8
c. 2, 4, 5, 6 and 8
d. 1, 4, 5, 6 and 8

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART One SEGMENT II

REMEDIATION TEXT Discussion Booklet - Vol - I

ITEM	ANSWER	REMEDIATION REFERENCE
1	b	"General Order No. 21," pages 5-6
2	d	"Leadership," pages 17-18
3	b	"Leadership," page 14
4	b	"Indicia of Personal Leadership," page 12
5	a	"General Order No. 21," page 6
6	b	"General Order No. 21," pages 6-7
7	d	"General Order No. 21," page 7
8	d	"General Order No. 21," pages 6-8; "Leadership," page 17
9	b	"General Order No. 21," page 8
10	b	"General Order No. 21," page 5
11		
12		
13		
14		
15		

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part One Segment II

ITEM NO.	T. O.	E. O.
1	1	
2	2	
3	3b	1
4	4a	
5	4b	1
6	5b	1
7	6b	1
8	7a	
9	7b	1
10	8	

Question 63.

Marine LT Barlow commanded the 3rd Platoon, Delta Company, which was assigned the responsibility for protecting a PBR base camp. After several weeks of very heavy enemy activity, there was a marked decrease in fighting around the base camp. LT Barlow decided to use the lull as an opportunity to conduct a little "rehab" for his platoon. He allowed them to make contact with the local hamlet for laundry and barber services. When the services began to exceed the pure laundry and barber activities, LT Barlow rationalized that the troops needed the break. Two weeks later the platoon needed more doctors than laundresses and barbers.

Select the statement that correctly describes the action(s) that constituted LT Barlow's violation(s) of moral responsibility as specified by GO 21.

a. LT Barlow failed to be vigilant to the conduct of the men in his platoon.

b. Although LT Barlow was initially concerned with the well-being of his platoon, he was remiss in his rationalization that the troops needed a break.

c. LT Barlow looked the other way when he knew that immoral practices were prevalent in his area.

d. All of the above

Ans. d, Ref. 1.2, TO-3a

Question 12.

The men of LT Cutler's Personnel Division were detailed to assist with unloading stores and transferring them to the proper warehouse area. The men seemed glum and a bit sullen; everyone complained of fatigue and the difficulty of the detail. Additional men were not available to help with the detail, so there was little LT Cutler could do, beyond encouraging the men to finish the job and be done with it.

Unwittingly, LT Cutler has been disregarding one aspect of the men's welfare every day for quite some time.

Select the statement below which indicates the leadership practice LT Cutler has neglected.

a. LT Cutler has not insured recognition of noteworthy performance by his men.

b. LT Cutler has not used all proper means to promote the moral and spiritual well-being of his men.

c. LT Cutler has not maintained the physical fitness of his men.

d. LT Cutler did not insure the timely advancement in rating of enlisted personnel.

Ans. c, Ref. I.2, TO-6a

PART 1 SEGMENT II

T. O. Number	TEST ITEM
1 (EO-1)	Select the statement below which is the best definition of General Orders. a. General Orders are specific directives, issued by the Secretary of Defense, that deal with topics of national interest. b. General Orders are directives issued periodically by the Secretary of the Navy to direct command attention to urgent matters. c. General Orders are directives issued monthly by the Secretary of the Navy to direct command attention to urgent matters. d. General Orders are directives issued periodically by the Chief of Naval Operations to direct command attention to urgent matters. correct answer: b

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PART 1 SEGMENT II

T. O. Number	TEST ITEM
3a	Following a general effectiveness review of all existing radioroom equipment, CDR Howles ordered LT Wilson to remove several near obsolete receivers to prepare for the arrival of several newer models. LT Wilson complained that the changeover would lower his message handling capability by fifty percent and suggested a method of phased changeovers. CDR Howles listened to LT Wilson's suggestion, but asked Wilson to remove the old receivers as previously ordered. Wilson, however, restated his argument, this time reflecting impatience with his superiors' apparent short-sightedness. When LT Wilson had finished, CDR Howles once again ordered Wilson to proceed as previously requested. He also stated that no further discussion of the matter would be tolerated. LT Wilson finally obeyed the original command and removed the obsolete receivers. From the choices below, select the statement that correctly describes the actions that constitute LT Wilson's violation of moral responsibility as specified by GO 21. a. LT Wilson was not displaying a good example of subordination. b. By suggesting a different method to CDR Howles, LT Wilson was showing moral irresponsibility.
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PART 1 SEGMENT II

T. O. Number	TEST ITEM
3a	c. By accepting the CDR's decision, LT Wilson would be lowering the morale of his section by increasing their work load. d. None of the above. correct answer: a

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PART 1 SEGMENT II

T. O. Number	TEST ITEM
4 b	LT Ames commanded a PGM patrolling the Cua Viet River near the DMZ. From the list of statements below describing LT Ames' leadership characteristics, choose the statements which fulfill the requirement(s) for moral responsibility as stated in GO 21. 1. LT Ames maintained discipline through the use of occasional rewards. 2. LT Ames sought to be a good example of virtue, honor, patriotism, and subordination. 3. LT Ames normally worked to guard against and supress dissolute and immoral practices. 4. LT Ames never punished a man without first allowing him to explain his conduct. a. 1 and 3 b. 1 and 4 c. 2 and 4 d. 2 and 3 correct answer: d
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PART 1 SEGMENT II

T. O. Number	TEST ITEM
6b	LT Liebermann tried to work closely with his men. Because of this, he was normally able to establish the sort of rapport with his men that would enable him to discover potential trouble areas before they developed into real problems. From the choices below, select the statement that correctly describes which of LT Liebermann's actions fulfilled his responsibility to set a good example of behavior and performance. a. LT Liebermann fulfilled his responsibilities by detecting potential problem areas. b. LT Liebermann fulfilled his responsibilities by setting a good example in both his performance and in his relationships with his subordinates. c. LT Liebermann fulfilled his responsibilities by constantly showing that he was interested in training his men. d. LT Liebermann fulfilled his responsibilities by always giving his men the required personal attention they needed. correct answer: b
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PART 1 SEGMENT II

T. O. Number	TEST ITEM
7a	LT Hodges was the officer-in-charge of the ship's radioroom. The daily message volume was normally so heavy that LT Hodges constantly put off training drills, updating classes, and increased instruction because he felt that his crew was too busy to spend time drilling or receiving instruction. From the choices below, select the sentence which describes how LT Hodges' actions disregarded the established standards for personnel development set forth in NavRegs, Art 0710. a. LT Hodges' actions inhibited his men from improving their specialized and professional skills. b. LT Hodges' actions allowed the men to become too familiar with their job, which increased the existing probability of mistakes. c. LT Hodges' actions reduced the men's enthusiasm and made them less productive. d. LT Hodges' actions frustrated his men; he attempted to convince them that there wasn't time for vocational training and that meeting the organization's current needs was much more important. correct answer: a
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PART 1 SEGMENT II

T. O. Number	TEST ITEM
5a	LT Jonassen was commander of a PBR on patrol in the coastal waters of the South China Sea. BM Leuba was an experienced and proficient river navigator. On night missions, he often demonstrated exceptional skills in directing his crew through dark and treacherous waters. For several months, however, BM Leuba had expressed an interest in qualifying for Explosive Ordnance Disposal. But each time BM Leuba mentioned the subject to LT Jonassen, Jonassen quickly ignored it by praising Leuba's previous performances and encouraging him to continue working at his same high standard. From the choices below, select the statement which describes how LT Jonassen disregarded established standards for personnel development set forth in NavRegs, Art 0710. a. Lt Jonassen's action disregarded established standards for development by refusing to encourage and assist BM Leuba in his attempt to obtain further education. b. LT Jonassen's actions should have convinced BM Leuba to accept his superior's judgment and remain in river patrol craft. c. LT Jonassen's action showed that he was really

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T. O. Number	TEST ITEM
5a	safeguarding BM Leuba's personal welfare; he appeared to be inhibiting Leuba's attempts to obtain further education, but was actualiy considering the very high combat mortality rates among EOD personnel. d. a and c
	correct answer: a
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PART 1 SEGMENT II

T. O. Number	TEST ITEM
5b	LTJG Heath was officer-in-charge of the engineroom aboard the USS Mitchell. The majority of men under his supervision were young and relatively inexperienced. He constantly reminded his subordinates of this fact and supervised their work more closely because of it. Since LTJG Heath could not send his men to a fleet school, he encouraged them to utilize the facilities aboard ship which would enable them to increase their knowledge. He also encouraged enrollment in correspondence courses as a group. Select the action of LTJG Heath that fulfills the requirements for established standards of personnel development. a. LTJG Heath told the men they needed more education. b. LTJG Heath sent a few individuals to fleet school for more instruction. c. LTJG Heath encouraged his men to utilize the facilities aboard ship which would enable them to increase their knowledge. d. LTJG Heath supervised the men's work more closely than was usually necessary. correct answer: c

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T. O. Number	TEST ITEM
7b	CAPT Gibbons' company, which had been engaged in search-and-destroy operations in the Nam Hoa foothills, was scheduled to replace another company on the Rockpile. During the past three weeks, Gibbons' unit had sustained numerous casualties and loss of individual equipment. CAPT Gibbons attempted to lift the men's diminished morale by getting their individual equipment replaced. He also made certain that those individuals who performed admirably received appropriate recognition. He additionally made special efforts to inquire about the promotions of some of his men. Prior to the schedule date of their reassignment to the Rockpile, CAPT Gibbons informed LTCOL Roberts, the battalion commander, that the company was at 75% of its authorized strength and no replacements for the wounded had been received. Select the statement below that identifies CAPT Gibbons' action which fulfilled the requirement for effective organization and administration. a. CAPT Gibbons did his best to promote the morale of his men. b. CAPT Gibbons ensured the timely advancement of his deserving personnel.
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PART 1 SEGMENT II

T. O. Number	TEST ITEM
7b	c. CAPT Gibbons ensured that those individuals who performed admirably were appropriately recognized. d. CAPT Gibbons informed his senior of deficiencies which appreciably lessened the effectiveness of his company. correct answer: d
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PART 1 SEGMENT II

T. O. Number	TEST ITEM
8	Select from the choices below, those areas of performance of duty to which particular attention is directed by GO 21. 1. Review of leadership standards 2. Established standards of personnel development 3. Moral responsibility 4. Assignment and distribution of authority and responsibility for administration 5. Personal example of behavior and performance 6. Encouragement of career specialties 7. Effective organization and administration 8. Integration of principles and practices of leadership into everyday life. a. 1, 3, 4, 7, and 8 b. 1, 2, 5, 6, and 7 c. 2, 3, 5, 7, and 8 d. 1, 4, 5, 6, and 8 correct answer: c
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